

Resource Checklist

Action for Internal Resources	Exists	To Do	Resp. Person	Comments
1. Establish a Military Leave and Return Policy. Include USERRA requirements and any supplemental salary or support programs that the employer may choose to offer.				
2. Establish procedures for maintaining contact with the employee and family during deployment.				
3. Establish procedures for and offering support to employees whose family members have been deployed.				
4. Provide awareness training to managers, supervisors, and coworkers on PTSD.				
5. Provide training tools to managers and supervisors to support return to work.				
6. Identify former military veterans in the workforce who can mentor and aide in the transition of returning veterans.				
7. Assess the need for a reasonable accommodation for physical or behavioral health conditions.				

External Resources

- ☐ USERRA: requires job protection for all employees who are deployed regardless of the size of the employer. For more information, refer to the USERRA regulations on the U.S. Department of Labor website, <http://www.dol.gov/vets/reqs/fedreq/2006002966.htm>
- ☐ Vocational Rehabilitation and Employment (VR&E) of the Veterans Benefits Administration, VR&E website, http://www.vba.va.gov/bin/vre/emp_resources.htm
- ☐ Tricare Benefits: Compensation and benefits for dependents administered by the military. Refer to <http://www.tricare.mil/>
- ☐ Defense Base Act: Benefits programs related to U.S military overseas assignment for civilian employees working for defense contractors.
- ☐ For additional resources, refer to Disability Management Employer Coalition, DMEC website, <http://www.dmec.org>
- ☐ For reasonable accommodation information, refer to Job Accommodation Network <http://jan.wvu.edu>

Workplace Change Status

List the changes that have occurred in the workplace since the veteran left?

1. What people did the veteran work with before he/she left that is no longer there?
2. What new people will the veteran work with?
3. Will there be changes in the working dynamics between the veteran and the coworkers and supervisors that the veteran worked with before deployment?
4. How has the company changed since the veteran left?
5. How has the job generally changed since the veteran left?

6. What specific new duties or responsibilities have been added to the job?
7. What training or orientation will be necessary to allow the veteran to transition back into the new job?
8. Are there any changes that will be difficult for the veteran to adjust to, accept or understand?

Accommodating Employees with PTSD

Note: People with PTSD may develop some of the limitations discussed below, but seldom develop all of them. Also, the degree of limitation will vary among individuals. Be aware that not all people with PTSD will need accommodations to perform their jobs and many others may only need a few accommodations. The following is only a sample of the possibilities available. Numerous other accommodation solutions may exist.

Questions to Consider:

1. What limitations is the employee with PTSD experiencing?
2. How do these limitations affect the employee and the employee's job performance?
3. What specific job tasks are problematic as a result of these limitations?
4. What accommodations are available to reduce or eliminate these problems? Are all possible resources being used to determine possible accommodations?
5. Has the employee with PTSD been consulted regarding possible accommodations?

6. Once accommodations are in place, would it be useful to meet with the employee with PTSD to evaluate the effectiveness of the accommodations and to determine whether additional accommodations are needed?
7. Do supervisory personnel and employees need training regarding PTSD?

Accommodation Ideas:

Memory:

- Provide written instructions
- Post written instructions for use of equipment
- Use a wall calendar
- Use a daily or weekly task list
- Provide verbal prompts and reminders
- Use electronic organizers or hand held devices
- Allow the employee to tape record meetings
- Provide written minutes of each meeting
- Allow additional training time

Lack of Concentration:

- Reduce distractions in the work environment
- Provide space enclosures or a private space
- Allow for the use of white noise or environmental sound machines
- Allow the employee to play soothing music using a cassette player and a headset
- Increase natural lighting or increase full spectrum lighting
- Divide large assignments into smaller goal oriented tasks or steps
- Plan for uninterrupted work time

Time Management/Performing or Completing Tasks:

- Make daily TO-DO lists and check items off as they are completed
- Divide large assignments into smaller tasks and steps
- Schedule weekly meetings with supervisor, manager, or mentor to determine if goals are being met
- Remind employee of important deadlines via memos or e-mail

Disorganization:

- Use calendars to mark meetings and deadlines
- Use electronic organizers
- Hire a professional organizer or organizational coach
- Assign a mentor to assist employee

Coping with Stress:

- Allow longer or more frequent work breaks
- Provide backup coverage for when the employee needs to take breaks
- Provide additional time to learn new responsibilities
- Restructure job to include only essential functions
- Allow for time off for counseling
- Assign a supervisor, manager, or mentor to answer employee's questions

Working Effectively with a Supervisor:

- Giving assignments, instructions, or training in writing or via e-mail
- Provide detailed day-to-day guidance and feedback
- Provide positive reinforcement
- Provide clear expectations and the consequences of not meeting expectations
- Develop strategies to deal with problems

Interacting with Co-workers:

- Encourage the employee to walk away from frustrating situations and confrontations
- Allow employee to work from home part-time
- Provide partitions or closed doors to allow for privacy
- Provide disability awareness training to coworkers and supervisors

Dealing with Emotions:

- Refer to employee assistance programs (EAP)
- Use stress management techniques to deal with frustration
- Allow the use of a support animal
- Allow telephone calls during work hours to doctors and others for needed support
- Allow frequent breaks

Sleep Disturbance:

- Allow the employee to work one consistent schedule
- Allow for a flexible start time
- Combine regularly scheduled short breaks into one longer break
- Provide a place for the employee to sleep during break

Muscle Tension or Fatigue:

- Build in “stretch breaks” during the workday
- Allow private space to meditate or do yoga
- Allow time off for physical therapy or massage therapy
- Encourage use of the company’s wellness program

Absenteeism:

- Allow for a flexible start time or end time, or work from home
- Provide straight shift or permanent schedule
- Modify attendance policy
 - Example: count one occurrence for all PTSD-related absences, or allow the employee to make up the time missed.

Panic Attacks:

- Allow the employee to take a break and go to a place where s/he feels comfortable to use relaxation techniques or contact a support person
- Identify and remove environmental triggers such as particular smells or noises
- Allow the presence of a support animal

Diarrhea/Vomiting/Nausea:

- Allow flexible bathroom breaks
- Move employee to location where he/she can access the bathroom discreetly
- Provide space for storing extra clothing or personal hygiene products

Headaches:

- Provide alternative lighting
- Take breaks from computer work or from reading print material
- Practice stress-relieving techniques

Transportation Issues:

- Eliminate non-essential travel
- Provide a driver
- Allow extra time for travel
- Allow the employee to bring a support person